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Country programme document

Montenegro

Summary

The country programme document (CPD) for Montenegro is presented to the Executive Board for discussion and approval at the present session, on a no-objection basis. The CPD includes a proposed aggregate indicative budget of $4,270,000 from regular resources, subject to the availability of funds, and $7,339,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2017 to 2021.

In accordance with Executive Board decision 2014/1, the present document reflects comments made by Executive Board members on the draft CPD that was shared 12 weeks before the second regular session of 2016.

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Programme rationale

1. Montenegro has an upper-middle-income economy and is a candidate for accession to the European Union (EU), a process that is a national priority and a major driver of reforms for human rights and children. Much of the country's legislative framework is now aligned with international human rights instruments. Further efforts are required to translate these reforms into working instruments to benefit equally all children, particularly those affected by poverty, adversity[1] and exclusion.

2. Like those of most countries of Europe, the economy of Montenegro is facing challenges: the yearly growth of its gross domestic product decreased from 3.3 per cent in 2013 to 1.8 per cent in 2014,[2] unemployment has remained high at 18 per cent, disproportionately affecting those under 24 years old (36 per cent), and the poverty rate is 7.5 per cent, but affects more than 10 per cent of children.

3. While recent public sector reforms aim to reduce the informal economy, further efforts are needed to promote social inclusion and address poverty. The Government has recognized the need to strengthen the national system for the realization of child rights and related accountability mechanisms, and to improve public sector performance, professional culture and intersectoral collaboration, in the best interests of all children.

4. An analysis of key determinants revealed specific bottlenecks to implementing reforms pertaining to children's rights. These include: persistent capacity gaps in the public sector systems, as well as the need for greater awareness of children's rights .There is also a pressing need for continuous harmonizing of the policy environment with global knowledge and science on child development.

5. Systems and capacities need further development to promote implementation, enforcement and follow-through of laws and policies, intersectoral and local/national collaboration, the generation and use of quality, disaggregated, child- and gender-focused data and statistics, and minimum standards and engagement of civil society and other citizens.

6. The family is a core unit of Montenegrin society, perceived as being primarily responsible for ensuring a protective environment and for the upbringing and socialization of children. Yet children are not widely recognized as rights-holders. Traditional family roles help to guarantee the stability of the Montenegrin family; however, those very roles in some instances perpetuate gender inequality, and sometimes violence, affecting children and their families.[3]

7. Every third person in Montenegro knows a child who is affected by school violence. According to the 2013 Multiple Indicator Cluster Survey (MICS), 31 per cent of children aged 1-14 years were subjected to physical punishment, and 2 per cent to severe physical

[1] The term 'adversity' relates to the concept of adverse childhood experiences – such as abuse, neglect, domestic violence and parental separation, substance use, mental illness or incarceration.
[2] Statistical Office of Montenegro (MONSTAT), 2015.
[3] Government of Montenegro and UNICEF, 2014 Midterm Review (MTR) of the Country Programme of Cooperation 2012–2016.

punishment.[4] The public taboo against discussing child neglect, sexual abuse and violence is strong, but is gradually opening up.

8. Young people in Montenegro must be better recognized as a resource to be invested in, and prioritized on the public policy agenda.[5] Mechanisms for consultation with youth are underdeveloped, although there have been various attempts to establish tools for dialogue with youth and adolescents at all levels of governance.

9. Child poverty disproportionally affects children living in rural areas and children in the north, where over three quarters and more than half, respectively, of poor children live. The poorest children are the least connected and most distant from health services and least likely to benefit from education.[6] From the poorest quintile, 7 per cent of children attend early childhood education (ECE) and 82 per cent attend secondary school, compared to 66 per cent and 98 per cent, respectively, from the wealthiest quintile.[7]

10. The ECE enrolment rate of children aged 3–6 is 53 per cent and characterized by significant regional inequity, ranging from 94 per cent in a municipality in the wealthier south to 10 per cent in a municipality in the poorer north.[8] Key determinants of low enrolment in areas affected by poverty are limited demand and lack of awareness of the benefits of early childhood development (ECD), absence of services, poverty and geographical distance to kindergartens.

11. The rights of children with disabilities are being progressively realized: there has been a five-fold increase in the number of children with disabilities entering mainstream education since 2009 and a significant expansion of day-care centres for them, from 1 in 2009 to 10 in 2016, with more progress on the way. These changes have been supported by an ongoing drive to promote more inclusive public attitudes towards children with disabilities. This has resulted in impressive improvements in public perceptions: the number of people opposed to inclusion of children with disabilities in mainstream education had dropped from 64 per cent in 2010 to 20 per cent by 2014, and the number of children with disabilities placed in institutional care had dropped by 28 per cent. Quality of education, early intervention, assessments, referrals, local services and data-gathering on childhood disability need to be further strengthened to accelerate universal inclusion in society and enable children with disabilities to realize their full potential.

12. Deep reform of the social welfare and childcare systems has yielded a legal framework restricting placement of children in institutions and prohibiting placement of children under 3 in institutional care. The reform introduced, inter alia, an integrated information system, strengthened institutional and administrative social-work capacities and the establishment of the Institute for Social and Child Protection, charged with directing policy and overseeing performance, case management and preventative services and care options as alternatives to institutionalization.

13. These reforms have led to a 44 per cent reduction in the number of children in institutional care overall, 82 per cent for children under 3, and a five-fold increase in the number of non-kin foster families in the 2010-2015 period. However, a significant number

[4] MONSTAT and UNICEF, 2013 MICS, published in 2014.
[5] International Organization for Migration, 2011 research on youth participation.
[6] UNICEF, *Child Poverty in Montenegro*, 2012.
[7] MONSTAT and UNICEF, 2013 MICS, 2014.
[8] UNICEF, *A Study on Investment in Early Childhood Education in Montenegro*, 2014.

of children still remain in care, with children with disabilities comprising 60 per cent of children in institutions.[9]

14. Roma girls and boys, a significant proportion of whom are also displaced from neighbouring Kosovo (referenced in accordance with United Nations Security Council resolution 1244 (1999)), fare much worse than other children in almost every social and well-being indicator, including that pertaining to violence, and they are the most affected by child marriage and childbearing at an early age. The primary school attendance rate for Roma children is as low as 58 per cent, compared to 95 per cent overall.[10] Secondary school attendance is even lower for Roma: 7 per cent for boys and 4 per cent for girls. Data point to an alarmingly high dropout rate: less than a third of Roma children of primary school-completion age actually complete the last grade of primary school, which is compulsory (30 per cent of Roma boys and 29 per cent of Roma girls). Key determinants are stigma, discrimination, poverty and social and cultural barriers within this minority group.

15. Juvenile justice has undergone a significant transformation with the successful introduction of diversionary justice options and non-custodial sentencing. The comprehensive reform of the juvenile justice system can serve as a model for that of other sectors, and beyond the country's borders. A 2015 study[11] on juvenile justice suggested that children run into barriers concerning awareness and information, and encounter a variety of legal, practical, social and cultural obstacles on their path to justice. These obstacles are exacerbated by vulnerabilities such as poverty, disability or ethnicity, and are influenced strongly by social and cultural norms, including gender discrimination.

Programme priorities and partnerships

16. The country programme of cooperation will contribute to enhancing equitable systems for the progressive realization of the rights of children in Montenegro, with special focus on children affected by poverty, adversity and exclusion.

17. The programme will achieve these goals through accompanying government reforms and further developing the most-needed capacities, and by shifting social norms and shared societal expectations towards the realization of child rights. It will enable linking the Montenegro policy environment with global knowledge and science on child development. Strategies will focus on advocacy, policy advice and capacity development.

18. The country programme will build on the results of the previous cooperation that simultaneously strengthened national knowledge, know-how and discourse on child rights while supporting systemic health, education, child/social protection and justice reforms. This combined approach enabled duty-bearers and rights-holders to further promote and protect children's rights, particularly in relation to ECD, adverse childhood experiences, disability, education and child protection.

19. Another positive lesson from the previous cooperation is that the strategic use of social change communication that measures public attitudes, delivers targeted messages through multiple public platforms and measures results in terms of attitudinal changes, have been successful in strengthening demand and creating an enabling environment for

[9] Government of Montenegro and UNICEF, 2014 MTR.
[10] MONSTAT and UNICEF, 2013 MICS, 2014.
[11] UNICEF regional office, Study on Children's Equitable Access to Justice, 2015.

government reforms on disability inclusion, promoting foster care and expanding ECE enrolment.

20. The country programme will focus on addressing persistent bottlenecks in achieving child rights, promoting child-friendly social norms and overcoming stereotypes, as well as developing a stronger human rights culture. The cooperation will support national independent child rights bodies in improving oversight, coordination and monitoring, and promote an agile public administration that rewards change and results. Behavioural science will be harnessed to model and test innovations that aim to improve public sector performance, accountability and service delivery.

21. The programme will foster system changes that are rooted in an integrated, holistic, evidence-based, as well as result-oriented and multisectoral approach, focusing on specific areas affecting results for children: health, childcare, social protection, education, justice, and finance. Particular attention will be given to strengthening institutional capacity in terms of long-term strategic planning, evidence-based policymaking and child-focused budgeting. This will in turn lead to more boys and girls benefiting from quality, equitable, and inclusive services, and living in supportive family environments, better protected from adversity, exclusion and poverty.

22. The programme will aim to enhance the capabilities of existing monitoring and information systems, working towards a more structured and coordinated child rights monitoring system capable of capturing disaggregated quality data on particular issues related to children affected by poverty, adversity and exclusion.

23. The programme will aim to strengthen a culture of demand, informed by improved public knowledge. The programme will accomplish this through public advocacy efforts and communication for social change strategies that promote ECD, a reduction of violence against children, adolescent development, and Roma education. As a result, boys, girls and their parents will be empowered to seek higher-quality services. In addition, efforts will promote the evolution of positive social norms on relevant child and adolescent development issues and tackle both stigma against excluded groups and gender stereotypes. UNICEF will pay particular attention to supporting ECD interventions and mitigating the impact of childhood adversity in order to generate a greater understanding of the importance of both aspects on educational outcomes, productivity, employability and economic growth in the long run.

24. The programme will build on the results of the previous country programme cycle to address key bottlenecks and barriers to equity. This will be done through the sharing of technical expertise and advice on the development of investment cases or alternative financing models, on intersectoral cooperation, and on effective child rights monitoring that will enable improved policy implementation. To enhance the coverage and quality of social services, efforts will be made to develop and model programmes and services and to strengthen the awareness and accountability of service providers, with a focus on reaching excluded children. This will be achieved through strengthening management for results in the public sector and performance assessment mechanisms. At the same time, efforts will help excluded families to become more aware of their rights and entitlements and to demand their realization.

25. Concerted efforts will be made to create sustainable demand for, and facilitated access to, global knowledge and science on child development and human rights among partners in government, civil society, academia and the media. This will result, for example, in strengthening the network of non-governmental organizations capable of systematically

monitoring child rights, and discussing emerging issues, such as adverse childhood experiences. Among the areas emphasized will be early childhood through to adolescent development, neuroscience, psychology and behavioural science, "design thinking" and social entrepreneurship for youth empowerment, as well as alternative financing for social sector reform. This will also enable Montenegro to develop best practices to be validated internationally and shared beyond borders

26. Gender disparities will be addressed through mainstreaming interventions in all programme components and by identifying specific gender-related results. The programme will support greater availability of data disaggregated by geographical area, sex, age, disability and wealth quintiles, whenever possible. Progress will be continuously monitored to ensure that sufficient attention, resources and partnerships are generated to remove persistent barriers to equity and gender equality.

27. UNICEF in Montenegro works within the United Nations Delivering as One framework. The country programme will directly contribute to three of the four Outcomes of the United Nations Development Assistance Framework (UNDAF) for Montenegro, linked to relevant UNICEF Strategic Plan outcomes and contributing to key Sustainable Development Goals. The priorities identified in this cooperation derive from national priorities, government strategies and plans, and EU accession priorities, as well as from the obligations of Montenegro under human rights treaties and conventions it has signed or ratified.

28. The country programme will be implemented through close partnerships with relevant ministries and State bodies, as well as with other United Nations agencies, fostering intersectoral and inter-agency collaboration. Continued cooperation with the EU will emphasize joint support for policy development and implementation and for the prioritization of child rights within the EU accession process.

Social and child protection

29. This programme component aims to strengthen public systems to protect boys and girls from the impact of poverty, adversity and exclusion and to provide them with more opportunities to live in a supportive family environment and in inclusive communities, free from all forms of violence, abuse and neglect, including in situations of humanitarian crisis. This will contribute to excluded children gaining better access to quality, equitable, inclusive and mutually reinforcing health, social and child protection services.

30. The programme component will support the Government and other key partners in creating a supportive environment for the protection of children from violence, abuse and neglect, improving the relevance and quality of an integrated package of social support through care services and social cash transfers aiming at reducing child poverty and strengthening demand for services and programmes. UNICEF will provide technical assistance for the full alignment of relevant policies and legislation with international standards, the development of more accessible and adequately financed social services, evidence-based policymaking, and the promotion of changes in social norms and public sector organizational culture and practice to make them more conducive to the protection and realization of child rights.

31. This component will facilitate the development of needs-based and holistic services for children and families. The focus will be on the prevention of, and protection from, violence, adversity and exploitation of children and women, as well as on preventing family separation. A specific focus will be on Roma communities, given the high prevalence of

early childbearing and child marriages in Roma communities, as indicated by the MICS 2013. UNICEF will contribute specifically through technically supporting models of integrated and intersectoral responses that will enable families to better care for children with disabilities. These models will make family-based care services for children deprived of parental care more widely available, and provide culturally appropriate and relevant outreach services for Roma families and children.

32. This component will also contribute to enhancing the capacity of the social and child protection system for oversight, planning, provision and coordination of child protection services. UNICEF will focus on supporting stronger collaboration among social work, education, justice and health sectors in order to develop family-centred social services, which will include family outreach, home visitation, community-based services, better parenting support, and cross-sectoral early detection and intervention for children with disabilities. A special emphasis will be placed on promoting innovations to achieve Roma inclusion.

Quality education and adolescent empowerment

33. This programme component will help boys and girls, particularly those affected by poverty, exclusion and adversity, to enjoy their right to quality and inclusive education, starting from an early age through their second decade, and to utilize opportunities for acquiring the knowledge, skills and competences necessary to thrive as adults. It will contribute to diversifying educational services, and increasing their quality, so that all boys and girls can benefit from a quality education system.

34. The capacity development of key partners at central and local levels will be supported, in particular of the Ministry of Education, Bureau for Education, and preschool institutions at local level. UNICEF will facilitate the development of models of innovative financing and services of ECE in order to increase the number of municipalities that deliver alternative programmes of ECE.

35. Advocacy and communication for social change will emphasize the importance of ECE. Programme efforts will contribute to increasing the awareness of parents about the crucial benefits of early child development and education. The expected result is an increase in enrolment of children in ECE programmes.

36. The programme component will support reform of preschool, primary school and secondary school systems. The aim is to promote inclusive quality education that takes a more holistic approach to child and adolescent development, including through the development of non-cognitive, social and emotional skills. The programme will support improved data collection and its use for evidence-based policymaking and governance of preschool, primary and secondary schools (e.g., the prevention of dropout, including among girls).

37. The component will contribute to increased capacity of local and national institutions to develop adolescent-led/-focused innovation initiatives, enabling participation, employability, entrepreneurship, life skills and collaborative problem-solving through the newly established Youth Innovation Lab, which will primarily engage youth affected by poverty, adversity and exclusion. Support will be given to establishment of policies and services for youth participation and empowerment. The aim is to increase the reach and quality of youth services; ensure that adolescents are perceived as a valued resource; and strengthen the capacity of service providers, including in the use of emerging global knowledge on adolescent brain development.

Child rights monitoring and access to justice

38. This programme component will contribute to strengthening systems to monitor progress and trends in how girls and boys progressively realize their rights in accordance with the Convention on the Rights of the Child and other international child rights instruments. The component will also aim to improve equitable access to justice for children when their rights are violated or entitlements are denied. In support of these ends, girls and boys will be enabled to utilize well-governed and accountable child rights coordination and monitoring systems in the country.

39. The component will support the Government of Montenegro — particularly the Council of Child Rights, Parliament, and Ombudsperson's Office — and civil society organizations, the media and academia, to advance and effectively monitor the realization of child rights.

40. Efforts will go towards strengthening intersectoral collaboration, partnership, leadership and the management capacity of key government partners. Particular attention will be given to strengthening the capacity of key public sector partners in evidence-based programming and policymaking and to further developing the national independent child rights monitoring mechanisms in order to track progress and document and share lessons learned.

41. The justice system will be supported to provide equitable access to justice for all children who participate in justice proceedings, so that children will be able to benefit from effective legal protection and continuous monitoring of child rights violations.

42. Efforts will facilitate the introduction of child-friendly procedures in the overall justice system (criminal, civil and administrative proceedings). A key aim is to empower children affected by poverty, adversity and exclusion, and their families, to effectively access justice and meaningfully participate in judicial and administrative proceedings.

43. Children, adults and professionals in relevant sectors will have access to information platforms and tools so that they gain greater awareness and understanding of children as rights-holders and of existing mechanisms for realizing child rights, with special focus on children belonging to minority groups and children with disabilities.

Summary budget table

Programme component	*(In thousands of United States dollars)*		
	Regular resources	*Other resources*	*Total*
Social and child protection	1 264	3 150	4 414
Quality education and adolescent empowerment	1 208	2 920	4 128
Child rights monitoring and access to justice	653	1 269	1 922
Programme effectiveness	1 145	0	1 145
Total	**4 270**	**7 339**	**11 609**

Programme and risk management

44. This CPD outlines the UNICEF contribution to national results and serves as the primary unit of accountability towards the Executive Board for results alignment and resources assigned to the programme at the country level. The accountability of managers at the country, regional and headquarters level, with respect to country programmes, are prescribed in the organization's programme and operations policies and procedures.

45. The United Nations Country Team has agreed to adopt the Standard Operating Procedures of the Delivering as One approach that are relevant to the Montenegrin context and to United Nations roles in the country, and will establish the relevant mechanisms in order to coordinate UNDAF planning, implementation, monitoring and evaluation.

46. The key risks relate to potential natural disasters and modalities for resource mobilization in a shrinking donor environment due to Montenegro gradually moving towards being a high-income country. The country office will regularly monitor actions targeted to manage significant risks and assess/update the risk assessment for emerging risks. Both significant risks and relevant actions plans will be included in the annual office management plan and will be periodically monitored and updated.

47. As mitigating measures, UNICEF and its partners will ensure that disaster risks are assessed, monitored regularly and fed into effective early warning and response mechanisms. With respect to partnerships, both fund transfers and activity implementation are regularly monitored through the Harmonized Approach to Cash Transfers.

Monitoring and evaluation

48. The programme will focus on monitoring barriers and bottlenecks faced by the most excluded children. UNICEF will provide high-level technical advice to key partners, including the statistical office, line ministries and relevant research institutes, to enable better data collection and management systems and to extend the range of disaggregated data routinely available. Particular efforts will be made in encouraging more regular use of data and reporting on the status of children by the Government, independent institutions and civil society.

49. The UNDAF Strategic Results Matrix will serve as the overall framework for monitoring UNDAF Outcomes. UNICEF will collaborate with other United Nations agencies to support national data-collection systems and management capacities and tools in order to improve the quality of data and monitoring, with particular focus on supporting the realization of the Sustainable Development Goals and other international commitments

50. Baselines for programme results and the Theory of Change that underpins them are based on the 2013 MICS, the special MICS for Roma Settlements, the findings of the 2014 Midterm Review, as well as other sources. Additional knowledge-generation will cover data gaps related to new areas emerging from the implementation of the programme. Major planned evaluations will cover key programme components, and will be conducted jointly with the Government and concerned partners. The programme will systematically track progress against planned results through midyear and annual reviews. The findings of the 2014–2015 independent regional multi-country evaluations and the respective management responses will inform programming and policymaking and contribute to cooperation among countries in the region.

Annex

Results and resources framework

Montenegro–UNICEF country programme of cooperation 2017–2021

Relevant articles of the Convention on the Rights of the Child: 1, 2, 3, 4, 5, 6, 9, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 31, 34, 37, 39, 40 **National priorities (2030 Agenda for Sustainable Development Goals or other internationally recognized goals):** - European Union (EU) integration: Copenhagen criteria (Political), Information Society and Media (10), Statistics (18), Social Policy and Employment (19), Judiciary and Fundamental Rights (23), Justice Freedom, and Security (24), Consumer and Health Protection (28), Environment (27) and Education and Culture (26). - Sustainable Development Goals: 1, 3, 4, 5, 8, 9, 10, 16, 17
UNDAF Outcome involving UNICEF Outcome 1: By 2021, the population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work Outcome indicator measuring change that includes UNICEF contribution • No. of people accessing: (a) standardized family and community services and cash transfers; (b) De-institutionalization; (c) Transfer accuracy targeting • No. of cases of domestic violence against women and violence against children registered (as a measure of the responsiveness of the system). **UNDAF Outcome involving UNICEF Outcome 2:** By 2021, the population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work By 2021, the people of Montenegro are benefitting from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness Outcome indicator measuring change that includes UNICEF contribution • Early childhood education (ECE) enrolment rate (3–6 years) • Organisation for Economic Co-operation and Development (OECD) Programme for International Student Assessment (PISA) score • Youth unemployment rate (15–24 years) • Global Innovation Index **UNDAF Outcome involving UNICEF Outcome 3:** By 2021, people-centred, accountable, transparent and effective judiciary, Parliament, public administration and independent institutions ensure security, equal access to justice and quality services to all people Outcome indicator measuring change that includes UNICEF contribution • Percentage of Universal Periodic Review (UPR)-accepted recommendations for Montenegro fully implemented or in the process of implementation as per UPR cycle

• Level of preparedness of Montenegro to apply the Accession and EU standards in the areas covered by Negotiation Chapters 23 and 24 • Percentage of specialized professionals who apply child-friendly justice proceedings in working with children Percentage of Sustainable Development Goals nationalized
Related UNICEF Strategic Plan outcomes: Outcome 1 (Health): Improved and equitable use of high-impact maternal and child health interventions, from pregnancy to adolescence, and promotion of healthy behaviours. Outcome 5 (Education): Improved and equitable access to and completion of quality, inclusive education with a focus on improving learning outcomes. Outcome 6 (Child protection): Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children. Outcome 7 (Social inclusion): Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data.

UNICEF outcomes	*Key progress indicators, baselines and targets*	*Means of verification*	*Indicative country programme outputs*	*Major partners, partnership frameworks*	*Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)*		
					RR	*OR*	*Total*
Girls, boys and caregivers, especially those affected by poverty, adversity and exclusion, progressively utilize quality, equitable, mutually reinforcing systems of health and social and child protection, including in situations of humanitarian crisis, by 2021.	Share of new children admitted to the National Institution for Children without parental care out of all children already residing in that institution, per year, disaggregated by sex and age Baseline (2015): 25% (58% boys and 42% girls), 21% aged under 3 and 79% aged 3 or above Target (2021): 13%; 0% aged under 3 Boys and girls utilizing standardized family and community services per 100,000 child population, with disaggregation by service type, age, sex and disability and ethnicity	Social Welfare Information System (SWIS) and relevant reports of the Ministry of Labour and Social Welfare, Ministry of Health and Institute for Social and Child Protection SWIS and relevant reports of the Ministry of Labour and Social Welfare and Institute for Social and Child Protection SWIS and relevant reports of the Ministry of Labour	1. Enhanced multisectoral cooperation for effective support to vulnerable children and families and prevention of family breakdown 2. Different models for more efficient and cost- effective design and implementation of social protection policy for children (cash transfers and services) developed for consideration by the Government 3. Social welfare and child protection system has an enhanced capacity for and oversight of planning, provision and coordination of quality social and child protection interventions and services, in a culturally sensitive way	Builds on the reforms of the social and child protection system conducted in the previous programme cycle. Funded through key donors (e.g., EU) under the leadership of the Ministry of Labour and Social Welfare, Ministry of Health, and Ministry of Education. Participating UN agencies: UNICEF, UNDP, WHO, ILO.	1 264	3 150	4 414

UNICEF outcomes	*Key progress indicators, baselines and targets*	*Means of verification*	*Indicative country programme outputs*	*Major partners, partnership frameworks*	*Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)*		
					RR	*OR*	*Total*
	Baseline (2014): 310 children (includes family outreach, Day-care Centres, foster care and small group-homes) (169 boys, 141 girls), 14 of them aged under 3, 60 with disabilities, no data on Roma Target (2021): 449 (228 boys, 221 girls) 41 of them aged under 3, 103 with disabilities Children (0–17 years) living in institutional care per 100,000 child population, disaggregated by age (under 3 and 3+), by sex and disability Baseline (2015): Total ratio 121 (65 boys, 56 girls), 4 of them under age 3; 117 age 3 and older; 79 with disability Target (2021): Total ratio 93, with 0 under age 3; 93 of them aged 3 and older; and 54 with disability No. of cases of violence against boys and girls registered, disaggregated by sex Baseline (2014): 310 cases per year, not disaggregated by sex Target (2021): 500 cases per year, disaggregated by sex	and Social Welfare and Institute for Social and Child Protection Report of the Ministry of Labour and Social Welfare and of the Ministry of Health	4. Parents, including in Roma communities, have increased awareness of violence against children, including prohibition of corporal punishment, early marriages and gender-based violence				
Girls and boys, especially those affected by poverty,	Average share of 15-year-old students who perform at PISA	OECD PISA Review, National	1. Central educational institutions, as well as primary and	Builds on the experiences, adopted	1 208	2 920	4 128

UNICEF outcomes	*Key progress indicators, baselines and targets*	*Means of verification*	*Indicative country programme outputs*	*Major partners, partnership frameworks*	*Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)*		
					RR	*OR*	*Total*
adversity and exclusion, progressively utilize quality, inclusive and efficient education system reinforced by policies, programmes and services for empowerment and participation, by 2021.	Level 2 or above (in maths, reading, and sciences) Baseline (2012): Reading – 57% Maths – 43% Science – 49% Target (2021): Reading – 66%, Maths – 54%, Science – 59% ECE enrolment rate (3–6 years), disaggregated by region Baseline (2014/15): 53.5% Target (2020/21): 80% Percentage of children with disabilities and Roma enrolled in primary education Baseline (2014/15): Children with disabilities – 36% Roma – 85% Target (2020/21): Children with disabilities – 48%; Roma – 95% Percentage of recommendations submitted by adolescents through U-Report (UNICEF's social platform for children) acted upon by national/local institutions Baseline (2016): 0% Target (2021): 30%	report on PISA results Ministry of Education, Montenegro Statistics Office (MONSTAT) data, UNICEF research and studies Ministry of Education, MONSTAT data, UNICEF research and studies UNICEF research/study, Annual Reports of the Directorate for Youth and Sports, Ministry of Education UNICEF research/study Annual Reports of the Directorate for Youth and Sports, Ministry of Education	secondary schools have the capacity to provide quality, inclusive and innovative services 2. ECE system has the capacity to provide quality, inclusive and diversified services, including capacity for continuous promotion of importance of ECE for overall child development 3. Youth Innovation Lab functional and able to foster innovative solutions for youth affected by poverty, adversity and exclusion 4. Quality and accessible tools and mechanisms to consult youth on policy making and/or service design are in place	strategies and latest science, to continue the long term trust and partnerships with the Ministry of Education, the Bureau for Education, and the Examination Centre, as well as schools and kindergartens. Partnerships with CSOs, particularly associations of parents (of children with disabilities) and youth, Roma non-governmental organizations, to be expanded to strengthen the demand side. Adolescent empowerment through innovation is an emerging area. Main partners: Ministry of Education and Directorate for Youth and Sports. Participating UN agencies: UNICEF, UNDP, ILO, UNHCR.			

UNICEF outcomes	*Key progress indicators, baselines and targets*	*Means of verification*	*Indicative country programme outputs*	*Major partners, partnership frameworks*	*Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)*		
					RR	*OR*	*Total*
Girls and boys progressively utilize well-governed and accountable child rights coordination and monitoring systems and have equitable access to justice, by 2021.	Degree of congruence among the Government, autonomous bodies and civil society organizations (CSOs) on the comprehensiveness and acceptability of Child Rights Monitoring (CRM) reports Baseline (2016): Medium Target (2021): Very high Proportion of complaints made by children or their representatives to the Ombudsperson's Office officially investigated and for which a remedial action was taken within 6 months Baseline (2015): 160 Target (2021): 300 Percentage of specialized professionals who apply child friendly justice proceedings in working with children Baseline (2015): 30% Target (2021): 100% Percentage of children directed to application of diversion measures over the number of children prosecuted Baseline (2015): 48% Target (2021): 65%	Government reports, Committee on the Rights of the Child Concluding Observations ("Concluding Observations") to be issued for Montenegro, Reports on realization of measures from Action Plan for Negotiation Chapters 23 and 24, Reports and statistics of the Office of the Human Rights Protector of Montenegro, EU Progress Reports, Concluding Observations to be issued for MNE Judicial Training Centre reports, Supreme Court and Supreme State Prosecutor's reports, Police Academy statistics, Bar Chamber statistics, Institute for Social and Child Protection reports	1. Major duty-bearers, including independent National Human Rights Institutions (NHRI) and CSOs, have the requisite capacity and accountability mechanism for monitoring and reporting on child rights 2. National sectoral information systems have access to and capacity for incorporating disaggregated data on issues pertaining to child rights in the country 3. Children, adults and professionals in related sectors have an enhanced awareness and understanding of children as rights holders and of mechanisms for realizing their rights, with special focus on children belonging to minority groups and children with disabilities 4. Judicial staff and other professionals are qualified to promote and apply child-friendly and gender-responsive justice for all children, including restorative justice principles for girls and boys in conflict with the law	Builds on the reforms in juvenile justice, while also aspiring to achieve a coordinated, responsive system of child rights monitoring. Responds to a critical requirement of enhancing national monitoring system. Key partners are Ministry of Justice, Ministry of Labour and Social Welfare and National Human Rights Institutions (NHRI). Participating UN agencies: UNICEF, UNDP	653	1 269	1 922

UNICEF outcomes	*Key progress indicators, baselines and targets*	*Means of verification*	*Indicative country programme outputs*	*Major partners, partnership frameworks*	*Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)*		
					RR	*OR*	*Total*
		Supreme State Prosecutor's reports					
The Government of Montenegro–UNICEF programme of cooperation meets quality standards in achieving results for children.	Programme of cooperation is: (a) effectively designed; (b) coordinated; (c) managed; and (d) supported Baseline: Yes Target: Yes	Programme of cooperation	1. Guidance, tools and resources to effectively and efficiently design and manage the programme of cooperation are available to UNICEF and its partners. 2. Guidance, tools and resources to effectively generate, analyse, and utilize statistical and qualitative information for Child Rights Monitoring system are available in the country. 3. Guidance, tools and resources for effective communication on child rights issues with stakeholders are available to UNICEF and its partners. 4. Strategies to address cross-cutting issues related to child rights are developed and applied throughout the programme of cooperation.	All UNICEF partners in Montenegro	1 145	0	1 145
Total resources					**4 270**	**7 339**	**11 609**